

Industrial Strategy Conference for 1970 opens



Frederick Philips



Gottfried Anliker



Alfred Nielsen



Mr and Mrs Les Dennison

INDUSTRIALISTS and trade unionists from Britain, continental Europe and North America meet this weekend in London at the Westminster Theatre to participate in conference sessions with the theme Industrial Strategy for 1970.

Among the hundreds from industry at the conference are Frederick Philips, President of Philips Electric; John Craig, Group Director, Finance, Scottish and North West Group, British Steel Corporation; Gottfried Anliker, Director Anlikers Construction Company, Luzern; Alfred Nielsen, Chairman, European Wood Industry's Committee for Relations with Developing Nations, Denmark; Leopold von Buch, mine manager in the Ruhr, Germany; Pierre Gailly, President, Gailly Foundries, France; John Vickers, Chair-

man and Managing Director, Vickers Oils, Leeds; Maxime Souffez, National Secretary of the Union of Merchant Navy Captains, France; Les Dennison, Chairman of the Building Trades Operatives, Coventry; Hubert Eggeman, coalminer, Ruhr, Germany; Bert Allen, President, Birmingham District East, Amalgamated Engineering and Foundry Workers' Union; and Jack Carroll, Branch Chairman, Transport and General Workers' Union, Port of Bristol.

Inside we publish articles related to the subjects of the conference:

Industry, the family and society; The common task for the rich and the poor nations; and Changing men's motives—a new skill.



Jack Carroll

Change by Compulsion or Conviction

By John Vickers, Chairman and Managing Director of Vickers Oils, Leeds

CHANGE is a condition of survival. What matters is the direction in which we change. Will it be by compulsion or by conviction?

Change is with us in industry, and it will accelerate in the next ten years. Employers and employees who recognise that we ourselves must change will bring the needed change quickest, and will be able to ensure that the changes are fair and just. Managers and employers who will not themselves change will quickly find that they are obsolete, and in truth should not be surprised to find themselves redundant.

We need to expose and correct the values which are the root of false practice so evident in industry today, and the false philosophy now taught in many management schools that the job of management is to maximise profits and that humanitarian and social considerations are the job of someone else. Also we have to answer the ideas of the long-range planners who budget for growth through mergers, take-overs, rationalization and the other necessary and often overdue policy acts—but who take no sufficient step to provide in as great detail and with as much care for the human consequences of the changes which they advocate and plan.

There are a growing number of men in industry who are trying, and a few who are effectively operating on the right practice and the right philosophy. There is one big national company with 60 plants up and down Britain where change in one large factory involved redundancy. The Chairman of this group involved himself until satisfied with the provision made for each person, by early retirement on agreed pension or some other arrangement.

There is another world leader company based in Britain which employed McKinsey to do an efficiency survey. The recommended action and plans were logical but it was only the courageous leadership of a few men in the union



John Vickers speaks to his sales force

photo Strong

involved in the plants that made it possible to proceed.

The world head of a big international company is developing a new production line scheme whereby groups of employees handle production processes together, instead of each individually doing a boring repetitive job, with unexpected results of increased craftsmanship and pay for all involved.

There was a time in our firm when we caught a glimpse of a whole new range of changes which ought to be introduced. The shareholders and Directors set aside a sum of capital as a Staff Benefit Fund and initially this was to be used to give some security to the employees in case the experiments in change led to unforeseen consequences.

In any industrial community—a factory, an industry or a nation—the spirit of that community can be measured as morale or hate. There is no middle ground. We have potentially as fine a force of employers and employees as any nation in the world, in fact some authorities say that good industrial relations could be our best export. But we often sink so low and become so petty.

A big enough purpose puts our present preoccupation with profits and pay into perspective. Through Moral Re-Armament thousands of men in industry have discovered a purpose; Management and labour, capital and politicians, all of whom have a hand in running modern industry, need each other so that we can together work out by experiment and make available in practical form a valid answer to political autocracy and industrial anarchy.

The forgotten factor in industry is that any man can have access to the wisdom of the Almighty, to enable us to build the kind of world we long for.

French maintenance mechanic to meet Indian workers

AMONG THE FOURTEEN FRENCH men and women who have joined Rajmohan Gandhi in his effort to bring a new spirit to India, is Bertrand Saliceti, a maintenance mechanic for Union des Transport Aeriens (one of the French airline companies) at Le Bourget.

As a militant member of the Action Committee for European Aerospace, he has repeatedly crossed the Channel to take action with his British colleagues. Now he is joining a force of British and other European trade union men who will share with the Indians their experience in solving industrial conflicts and giving new motives to management and labour.

To finance his travel and living expenses in India and to provide for the needs of his family during his two months' absence, Saliceti, with the full support of his wife, decided to use a legacy with which he had been planning to realize their long-cherished dream of building a country cottage.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★

**For all the family
Give a Dog a Bone
Opens 11 December**

**Westminster Theatre
Box office 01-834 0283**

★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★

The workers' world responsibility

by John Mackenzie, Branch Secretary, Port Glasgow Boilermakers' No. 4, plater in Scott Lithgow Limited

AS A MAN ON THE SHOP FLOOR of one of Britain's most successful ship-building yards, I believe there are no limits to what the plater, the welder, the burner, the blacksmith, the shipwright and all industry's workers can do for Britain and for the world now, with a big enough unselfish objective. That objective is to play our part in meeting the needs of the peoples of the world.

I am a member of the Amalgamated Society of Boilermakers, and it is the word *amalgamated* that holds the key, not only for the Boilermakers, but for all our Unions and for Britain. How to amalgamate is everybody's problem nowadays. Too often the particular self-interest of one group demands priority attention or higher rates of pay over other men who in their own work are as essential to the end product as the men demanding preferential treatment.

I am not saying that the specialised work of some men could not justify different rates of pay. What I am saying is that given a common purpose bigger than self-seeking, the workers, shop stewards, union officials and management could work out solutions satisfactory to all.

Personally I found that unity does not come by chance but by change, and although I was sure that other people needed to change, and especially management, it became clear to me that the place to start was with myself. I was a 'couldn't-care-less' man. My main thought was to lift my pay at the end of the week without worrying whether I had put in a full week's work or not.

Where the shipyard or industry went was not my concern. That was management's business, or the Government's worry. Multiply me by millions and you do not need a computer to tell you of the effect on industry, and on our ability to compete in world markets. Like myself thousands, maybe millions, find it hard to shake off apathy and irresponsibility brought on by years of insecurity, frustration and old class attitudes.

It was then that I went down to London along with several hundred more men and their wives from Clydeside to see Peter Howard's play *Through the Garden Wall* at the Westminster Theatre, and to take part in a weekend conference of Moral Re-Armament. The play was about two families, next-door neighbours, with a brick wall running down the garden separating the houses. Inside both homes as well as between

the families there were walls of fear, hate and mistrust.

The penny dropped for me. I thought of the brick walls in Britain and the world—in homes, families, industries, races. There were walls in our own industry against new ideas of working, suspicions against job flexibility, stubbornness to hold demarcation lines, and clinging to 19th century class war attitudes. All understandable, but if persisted in, could only lead to decline and close-down in face of the challenges from Japan, Sweden and West Germany.

Just after that our Boilermakers' Union began negotiating flexibility agreements in the industry. My old attitude had been one of mistrust and opposing any ideas put forward by management. But the play *Through the Garden Wall* had begun to do its work and my old attitudes were changing.

I began to see how the men on the shop floor could play a decisive part in the country through our teamwork in the yard. It would mean no more standing around, but putting in a full day's work for a full day's pay, and not trying to get away with things.

Flexibility and results

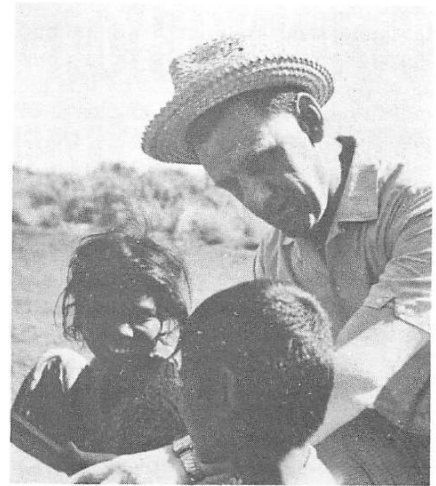
Through patient work by management and shop stewards in consultation with workers and union officials flexibility was introduced, and results showed.

The newly signed productivity agreement and output bonus scheme, covering all men of the steelworking trades in the Lower Clyde Group of Scott Lithgow shipyards in Greenock and Port Glasgow, is the third successful step in four years of phased progress. It has brought Scott Lithgow, with an order book of £100 million, to its present position of holding more than one-fifth of the total of all tonnage now on order from British shipyards.

As from 1 September 1969, the new agreement gives the platers 9d an hour rise, and the welders 7d. A further 3d an hour guaranteed bonus will materialise after three months work till the end of December, backdated from 1 October 1969.

The new agreement has been won after step by step consultation and co-operation with the men involved, although not without some anxious moments.

Progress began in 1965 when the first flexibility talks between management



John Mackenzie in India photo Hartnel

and workers took place. The talks followed on a package deal whereby wage increases were given in exchange for a no-strike clause valid for 18 months.

This sufficiently caught the interest of Lord Geddes, chairman of the P & O Line, for him to place an order for two 61,000 ton tankers with Lithgow's Kingston yard at a critical point when that yard faced redundancies. In gratitude the shop stewards of Lithgow's wrote their appreciation to Lord Geddes for his faith in the Lower Clyde, whereupon he travelled to Port Glasgow for an evening with the convener and shop stewards, having expressed himself that never before had he received such a message from shop stewards.

In October 1966, with the signing of the first stage flexibility agreement, welders and burners relaxed their job control to the extent of allowing platers to use their welding and burning gear on jobs not exceeding three inches, so that the plater could get on with the job instead of standing around, sometimes for long periods, waiting for the arrival of the welder or burner. This naturally heightened productivity, but it was still not enough to cut costs to win in competitive world markets.

And in 1968 further flexibility was asked for and agreed upon, enabling platers to do more welding and burning, and also allowing the welders and burners to do some of the plating.

Modernisation is essential, but to retain and develop the spirit and teamwork needed to assure the future, we need to modernise men. To my mind that modernisation will inspire responsibility and answer apathy, as men and management forge trust and teamwork together.

Continued on page 4

Justice in World Jute

THE WORLD JUTE agreement in September 1965 stabilised the price of raw jute, and resulted in India and Pakistan growers receiving three times as much as before. In spite of this the industry has held off the challenge of man-made fibres.

This remarkable achievement is a credit to the FAO and the countries concerned, but it could not have happened without a change of motive in the founder and first President of the European Association of Jute Industries, Robert Carmichael.

At the end of the Second World War Carmichael had already been President of the French Jute Industry for nine years. In poor health, he was faced with rebuilding his own ruined factory and an industry increasingly weakened by class war. 'I was gripped', he says, 'by the employer's most common enemy—fear.'

One day an unknown Allied serviceman rang up and on a slender introduction asked if he could come to lunch. Rationing was severe and the Carmichaels agreed reluctantly. Over the meal they talked about what it would take to build the peace. The stranger cheerfully suggested that they each

listen to the voice of God inside them and write down their thoughts.

Carmichael's embarrassment turned to astonishment as his daughter read out her thoughts on what she honestly felt about life at home. In the following days old secrets came out of cupboards, old fears went out of the window. The family was united.

Carmichael became an employer who put people before profit. Frequent visits to the Moral Re-Armament conferences at Caux with other employers and trade unionists laid the foundation for the 1953 French Textile Agreement which ended the need for strikes.

In the early fifties Carmichael visited Asia and he saw for himself how the jute growers of India and Pakistan were at the mercy of selfish speculations at home, and fluctuating prices in competing European markets. From his growing concern for the world he saw that jute prices could and must be stabilised at a fair level.

In 1954 he founded the European Association of Jute Industries 'to ensure a fair remuneration for the jute growers of India and Pakistan; the right share for those middlemen doing a useful job; a just return for the processing in-



Robert Carmichael, former President of the European Jute Industries and Jim Worthington, member of the National Executive of the National Union of Seamen

dustries in Europe and Asia; and the provision of a product of quality to consumers at a competitive price.'

For the next eleven years Carmichael fought for his concept with the leaders of the jute industry in Europe and Asia. He was convinced that a fair price offered to the raw product countries of Asia was one of the best ways of helping them raise their economies. He was certain if each country cared enough and shared enough each country would have enough.

His battle was crowned by the signing of the world jute agreement in Rome in September 1965.



WHAT IS OUR ROLE?

Published this weekend

AN INDIAN WORKER LOOKS AT EUROPEAN INDUSTRY

by Satya Bannerji

A new pamphlet 1s each, 6 for 5s, 20 for 16s

Order your copies from MRA Books, 4 Hays Mews, London W1X 7RS. (postage extra)

Workers' responsibility

Continued from page 3

We had a visit to our shipyard by Rajmohan Gandhi from India, grandson of Mahatma Gandhi. So impressed was he by the spirit of teamwork there that sometime later I was staggered to receive a letter from him inviting me to India to help them develop that spirit in their industries.

I was very moved to think that he had the faith in ordinary British workers like myself. It was an eye-opener to me how so many friends in the shipyard and up and down the Clyde and country, old age pensioners and all, rallied round and helped with my fare and keep, when they heard of Gandhi's request for British shop floor workers.

If we on the shop floor face up to the challenge of national and world responsibility, and live bigger than self-seeking, then our union branches would come to life, apathy would be cured and industrial democracy would work so well that the men of Westminster would come to the men of the shop floor to see how it could be done.